

# **Miami Dade County**

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**OFFICE OF THE COMMISSION AUDITOR**  
**Legislative Division**

Thursday, October 14, 2004  
9:30 am  
Commission Chambers

**Board of County Commissioners**

**Budget & Finance Committee**

## BUDGET & FINANCE ITEM 2(B)

October 14, 2004

### LEGISLATIVE ANALYSIS AND ECONOMIC IMPACT STATEMENT

*ORDINANCE AMENDING SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA, TO LIMIT ADMINISTRATIVE EXERCISE OF OPTIONS TO RENEW CONTRACTS WITHIN COUNTY MANAGER'S DELEGATED AWARD AUTHORITY; PROVIDING EXCEPTIONS; AND PROVIDING SEVERABILITY, INCLUSION IN CODE AND EFFECTIVE DATE*

Commissioner Joe A. Martinez  
Commissioner Rebeca Sosa

#### I. SUMMARY

This ordinance amends Section 2-8.1 of the County Code to require the County Manager to get approval from the BCC before approving options to renew where the combined value of the contract and the option to renew (OTR) exceed \$1 million.

#### II. PRESENT SITUATION

The Board has delegated to the County Manager authority to advertise, award and reject bids up to \$1 million, with certain exceptions. In general, there is currently no limit on the County Manager's authority to exercise **options to renew**, as long as the original contract amount is not more than \$1 million.

#### III. POLICY CHANGE AND IMPLICATION

This would require the Manager to get Board approval before exercising options to renew where the combined value of the contract and OTR is greater than \$1 million. Under the Manager's current delegated authority, the Board approves contracts under \$1 million retroactively (with approval of the OTR's implicit) and the OTR's are exercised administratively by the Manager.

For example, if this ordinance is adopted, if a three year contract is worth \$900,000 and the OTR would increase the contract to \$1.2 million, it would have to come to the Board for approval before the OTR is exercised.

#### IV. ECONOMIC IMPACT

None.

#### V. COMMENTS AND QUESTIONS

According to the Department of Procurement Management (DPM), this item would impact a majority (75%+) of all contracts. On this same agenda [Budget & Finance Item 3(H)], the Manager's Quarterly Report of contract awards exceeding \$100,000 but not greater than \$1 million (executed between Jan. 1 and March 31, 2004), includes six contracts that would be subject to this pre-approval requirement if even one OTR is exercised (assuming the same rate of usage).

**BUDGET & FINANCE ITEM 2(B)**

**October 14, 2004**

To ensure that approval to exercise OTR's where in the best interest in the County is obtained with sufficient time prior to contract end and to allow time, if needed, to procure a new contract, DPM proposed including a new section entitled *Requests for Authority to Exercise "Options-to-Renew" (OTR's) Under Existing Contracts that would bring the Cumulative Value to More than \$1 Million* in its "Bid Award Recommendations" package for prior approval to exercise OTR's. [See cover memo for Budget & Finance Item 3(H) and see Section 7 of Item 3(I)]

If the item is approved, the Master Procurement Administrative Order would have to be amended via a separate resolution.

## **BUDGET & FINANCE ITEM 2(E)**

**October 14, 2004**

### **LEGISLATIVE ANALYSIS AND ECONOMIC IMPACT STATEMENT**

*RESOLUTION DIRECTING THE COUNTY MANAGER TO IMPLEMENT A QUALITY CONTROL PROGRAM AT COUNTY PARKS [SEE ORIGINAL ITEM UNDER FILE NO. 042079]*

Senator Javier D. Souto

#### **I. SUMMARY**

This resolution directs the County Manager to implement a quality control program at all Miami-Dade County parks. The program would incorporate, at a minimum, the following concepts:

- Regular inspection of County parks with a mechanism for immediate verbal and written feedback to the supervisor of the respective park
- Training of park supervisors in quality control
- Improvements to the overall maintenance of restrooms, with emphasis during peak operating hours (weekends and holidays), such as bathroom checklists
- Implementation of a method to provide public comments and suggestions, such as suggestion boxes or the posting of park office phone numbers outside frequently used facilities, and weekly collection of comments to be forward to the Park and Recreation Department Director, the Assistant County Manager assigned to the Department, and the Recreation & Cultural Affairs Committee

The item also directs an increase in funding in the current year sufficient for proper maintenance of all County parks, including funding for additional custodial and maintenance staff.

#### **II. PRESENT SITUATION**

The Park and Recreation (P&R) Department's current maintenance program includes standards of performance based on best business practices and levels of maintenance consistent with the department's approved funding levels, such as daily inspection by park managers of *staffed* facilities, and weekly inspection by service area managers and monthly inspection by region managers of *staffed* and *unstaffed* facilities. In addition, the Director and Assistant Director for Operations semi-annually conducts "Sparkle Tours," unannounced visits during which parks are graded on the conditions of their grounds, bathrooms, and other items controlled by Parks personnel.

Currently, visitors may leave comments/suggestions on forms available at the respective park manager's office or other staffed park facilities, calling the P&R Department, or going on the P&R website.

#### **III. POLICY CHANGE AND IMPLICATION**

A formal quality control program would impose more stringent maintenance standards on County parks, as well as capture visitor/citizen/staff feedback that can be used for continued improvement. Citizens rank parks as a major quality of life issue, and the

## **BUDGET & FINANCE ITEM 2(E)**

**October 14, 2004**

proper maintenance of the facilities are important in improving the delivery of park services. Cleaner, better maintained parks would increase the number of visitors to the parks and could help encourage more residents to stay in or move to the area, as well as improve the reputation of the community as a whole.

Tropical Park is expected to be the first test site for this program, as it is fully staffed to be implemented in the current year.

Logs on bathroom maintenance are currently maintained by custodial staff at only certain parks facilities. This program would require logs for all County parks.

### **IV. ECONOMIC IMPACT**

The P&R Department has provided a first year estimate of \$3.965 million to implement the maintenance standards for this program, which includes the purchase of start up equipment (trucks, radios and tools) at a cost of about \$936,000. The recurring annual cost is expected to be about \$3.06 million, with future increases primarily associated with personnel. (See next page for the detail on this estimate provided by P&R.) The adopted FY04-05 budget contains no additional funding for the increased inspection and maintenance standards proposed in this resolution.<sup>1</sup> Parks staff will get additional training, but within the existing training budget.

### **V. COMMENTS AND QUESTIONS**

This quality control program could be done in conjunction with an Adopt-a-Park program (recently proposed by this same sponsor, pending BCC approval), which shares the intent of improving the aesthetics of parks and fostering pride in the community. Adopt-a-Park programs are public/private collaborations in which volunteers do things like help with cleanup and maintenance of their adopted park on a pre-determined schedule (such as 6 times per year).

Providing convenient ways to offer feedback improves the likelihood that park visitors will respond. This resolution proposes suggestion boxes or the posting of park office phone numbers outside frequently used park facilities. Making suggestions forms as accessible and easy to fill out as possible is important; however, concerns have been raised about potential vandalism of the suggestion boxes. Other possibilities include:

- Printing the information on the back of parking/entrance stubs
- Producing postage-paid comment cards to parks staff to randomly distribute to visitors for them to send at their convenience
- In addition to phone numbers, include the department's email and website address.
- On suggestions/comment forms, include the option to leave contact information, in case follow up or clarification is needed. (The current Comments Form was requested from the Department, but was not received by printing)

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<sup>1</sup> To address janitorial maintenance concerns at Tropical Park, an additional \$100,000 was provided in the Manager's Second Change Memo.

**BUDGET & FINANCE ITEM 2(E)****October 14, 2004**

The input and participation of staff in this program is vital to its success. To "brand" the program, a catchy name or phrase can be created. An incentive system, such as Maintenance Team of the quarter or Park of the month, or an enhancement of the current "Sparkle Tours", could also be developed to increase enthusiasm in the program.

## **BUDGET & FINANCE ITEM 2(E)**

**October 14, 2004**

### **Funding needs for the proposed Quality Control Program**

#### Daily inspections for all parks \$531,000

- Recommends hiring 5 teams consisting of 5 full time and 5 part time Landscape Supervisors at a cost of \$318,000; commodities projected at \$53,000; purchase of startup equipment (5 trucks) at \$160,000.
- Staff to conduct daily inspection of approximately 165 unstaffed neighborhood parks and open spaces; projected to inspect 33 facilities per day per team.

#### Custodial roving crew for neighborhood and community parks \$472,000

- Recommends hiring 5 teams consisting of 10 full time Custodial Workers (2 per team) at a cost of \$259,000; commodities projected at \$53,000; purchase of startup equipment (5 trucks) at \$160,000.
- Each operating region to receive one of the teams to provide custodial maintenance on a daily basis. An operating region may have up to 30 neighborhood parks.

#### Custodial workers for metropolitan parks \$835,000

- Recommends hiring 23 full time and 15 part time Custodial Workers at a cost of \$807,000; commodities projected at \$28,000.
- Staff to provide custodial maintenance on a daily basis and will be assigned to one of the following metropolitan parks: Amelia Earhart, Black Point, Crandon, Greynolds, Haulover, Homestead Bayfront, Kendall Indian Hammocks, Larry & Penny Thompson, Matheson, Tamiami, and Tropical.
- At the Second Budget Hearing held on September 23, 2004, the Department received an allocation of \$100,000 to enhance custodial maintenance at Tropical Park. As a result of this allocation, this request can now be reduced to 21 full time and 13 part time positions at a cost of \$710,000; and commodities can be reduced to \$25,000.

#### Increased grounds maintenance at neighborhood parks \$790,000

- Recommends creating an additional 8 roving crews consisting of 16 full time Park Attendants (2 per crew) at a cost of \$497,000; commodities projected at \$53,000; and purchase of startup equipment (8 trucks) at a cost of \$240,000.
- Staff to provide additional litter pickup and trash removal.

#### Infrastructure repairs and improvements \$1,337,000

- Recommends hiring 12 full time positions - 11 Park Maintenance Technicians and 1 Supervisor at a cost of \$680,000; commodities projected at \$309,000 (includes materials and supplies for building repairs/improvements); and purchase of startup equipment (trucks, radios, and tools) at a cost of \$348,000.
- To enhance the appearance and assure the expected functionality of a facility, ongoing repairs and improvements to park amenities and structures should also be funded. Repairs to plumbing, irrigation systems, playground equipment, court surfaces, etc. are also needed.

Total estimated cost of implementing this Quality Control Program at County Parks is \$3,965,000 for the first year. The recurring annual cost of \$3.06 million is expected to increase on an annual basis due to the uncontrollable costs related to personnel.

## **BUDGET & FINANCE ITEM 2(F)**

**October 14, 2004**

### **LEGISLATIVE ANALYSIS AND ECONOMIC IMPACT STATEMENT**

*RESOLUTION DIRECTING THE COUNTY MANAGER TO REPLACE ALL CHAIN LINK FENCING AS ALLOWED BY THE BUDGET IN ALL MIAMI-DADE COUNTY PARKS WITH TWO-RAIL WOOD FENCING EXCEPT WHERE CHAIN LINK FENCING IS NECESSARY FOR OPERATIONAL, SECURITY, OR STORAGE REASONS [SEE ORIGINAL ITEM UNDER FILE NO. 041905]*

Senator Javier D. Souto

#### **I. SUMMARY**

This resolution directs the County Manager to replace all chain-link fencing at all County parks with two-rail wood fencing, except where chain-link fencing is needed for operational, storage or security reasons.

#### **II. PRESENT SITUATION**

The Park and Recreation (P&R) Department is currently preparing an inventory of all parks, an explanation for those facilities where wood fencing is not feasible, a cost estimate for those facilities where the chain-link fencing would be replaced, and a summary of findings. Since this item was first before the Recreation & Cultural Affairs Committee in July 2004, staff requested 90 days to complete the report. The Manager's Second Change Memo states that the report would be completed by the end of October; however, P&R staff indicates that the report may not be completed until sometime in November.

Historically, chain-link fencing has been used where practical and sufficient, due in large part to the cost-effectiveness compared to other types of fencing.

#### **III. POLICY CHANGE AND IMPLICATION**

This would require replacing existing chain-link fencing at County parks with two-rail wood fencing, within the given budget constraints, at County parks where determined feasible. Note that fencing may be changed in some parks where the existing fencing is not scheduled for repair or replacement. *To minimize this possibility, the scheduling of replacement should consider the age and condition of the fence.*

#### **IV. ECONOMIC IMPACT**

Staff is working on providing this an estimate of the cost, but will not have this information ready by this Committee meeting. P&R staff indicates that two-rail wood fencing costs about twice as much as chain-link fencing (\$24 to \$30/linear square foot vs. \$12 to \$15/linear sq. foot). The fiscal impact would also include the removal and installation (by P&R staff). The wood fencing needs to be treated and painted on a regular basis to extend its life.

The Budget office indicates that the funding source(s) for this would have to be determined once the cost estimate is obtained.



**BUDGET & FINANCE ITEM 2(F)**

**October 14, 2004**

**V. COMMENTS AND QUESTIONS**

There are over 400 County parks; however, not all these parks have fences. Depending on the associated costs and whether funding is available, the replacements may have to be phased in over a number of years.

This resolution would also set a precedent for future County parks or fencing needs of parks. While it would not apply to non-County parks, they could be encouraged to do the same.

## **BUDGET & FINANCE ITEM 3(F)**

**October 14, 2004**

### **LEGISLATIVE ANALYSIS AND ECONOMIC IMPACT STATEMENT**

#### ***RESOLUTION AMENDING PROCUREMENT ADMINISTRATIVE ORDER 3-38; FORMALIZING THE PROCEDURE BY WHICH MARKET RESEARCH IS CONDUCTED***

Procurement Management Department (DPM)

#### **I. SUMMARY**

This resolution amends Master Procurement Administrative Order 3-38 to formalize the procedure by which market research is conducted in anticipation of a County procurement.

#### **II. PRESENT SITUATION**

Market research in procurement planning has been a federal statutory requirement since the passage of the Competition in Contracting Act of 1994. In general, market research is a tool to identify sources to ensure competition (and impediments in acquisitions) and the best products to meet an agency's needs.

County staff conducts market research for a number of reasons, to include development of contract specifications and scope of work, determining the availability of sources of supply, and identifying how certain needs can be met and the associated costs. The methods and extent of market research can vary depending on the good or service under consideration.

#### **III. POLICY CHANGE AND IMPLICATION**

The amendment would formalize market research procedures in the existing Master Procurement A.O. and requires that at least three (3) different sources in the affected market are contacted. It further requires documentation of research conducted and provides for periodic compliance reviews by the Office of Inspector General (OIG).

#### **IV. ECONOMIC IMPACT**

This item is only formalizing the market research that should already be taking place; however, it does help ensure that every procurement item is thoroughly reviewed and incorporates multiple sources of information so that the County is procuring the proper goods and services at the best price, while ensuring competition wherever possible.

#### **V. COMMENTS AND QUESTIONS**

Market research techniques from Federal Acquisition Regulations include (1) contacting knowledgeable individuals in the government and industry regarding market capabilities to meet the acquisition requirements, (2) publishing formal requests for information in appropriate technical journals or business publications, and (3) involving potential offerors in interchange meetings or holding presolicitation conferences early in the acquisition process.

## **BUDGET & FINANCE ITEM 3(F)**

**October 14, 2004**

The existing DPM Procurement Guidelines regarding market research referred to in the resolution were not available by printing.

DPM staff did not respond by printing:

*How was it determined that the OIG would be the department checking periodically for compliance. How often is "periodic" and has the OIG agreed to absorb this with current staff?*

Other questions:

What is the feasibility or status of creating a government-wide database for storing, retrieving and analyzing market data?